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**From:** Lewis, Andrew L VADM OPNAV, N3N5 (b) (6)  
**Sent:** Monday, April 16, 2018 7:47 AM  
**To:** Richardson, John M ADM CNO  
**Cc:** (b) (6)(b) (6)(b) (6) OPNAV, N00; (b) (6)(b) (6) OPNAV, N00; (b) (6)  
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(b) (6)(b) (6) OPNAV, N3N5  
**Subject:** FEF End of Month Report for March 2018

CNO,

Attached is the FEF End of Month (EOM) report for March 2018 which details the comprehensive activities of Navy's 15 Federal Executive Fellows, including your CFR Senior Fellow (b) (6)

The synopsis provided below is an Executive-level overview of the attached report - upcoming events, Navy Flag leadership engagement opportunities, and think tank/university projects that have Navy equities and which would be of interest to you and Navy leadership.

Each month I am meeting with the NCR FEFs and teleconference with the Beyond-the-Beltway FEFs; you are scheduled for a meeting with the NCR FEFs on 17 April.

Near Term Events (scheduled):

- 17 April: DC FEF/CNO/N3N5 meeting (1400-1500 Eastern) plus War Room and OPINTEL briefs
- 17 April: Round Table: NATO's Role Amid Escalating International Tensions - CFR
- 19 April: COMPACFLT visit to Hoover Institution - Stanford
- 23-27 April: MIT Lincoln Laboratory Defense Technology Seminar - MIT
- 24 April: N3/N5 visit to Chicago - Chicago Council on Global Affairs
- 25 April: Disruptive Technologies update brief to ONR - RAND
- 25 April: CNO Roundtable on China, India, and Russia - CFR
- 25 April: CFR McKeon Lecture with Service Chiefs - CFR
- 26 April: Brookings military fellows will host a Forum. Opportunities for senior Navy leadership to participate in panels. All DC-area Navy FEFs are invited. Topic: "21st Century Security Forum - The National Defense Strategy and its Global Impact" - Brookings
- 1 May: Secretary of the Army will discuss the future of the Army - Atlantic Council
- 1-3 May: Harvard National Security Fellows and NSD Director, MG Rapp, U.S. Army (Ret), visit DC to present research projects (Autonomous Weapons Systems and International Law; Detering Russia in the Gray Zone; Incentivizing Military, National, and Public Service; and Forming a National Security Strategy for the Long War". (b) (6) expressed interest in meeting with N3N5 leadership - Harvard JFK School;
- 4 May: VADM Terry Benedict, Strategic Systems Program COC at Navy

Yard - JHU APL

- 9 May: (b) (6)(b) (6) DARPA, visit to JHU APL - JHU APL
- 11 May: 2018 Distinguished Leadership Awards, honoring Pres. G.W. Bush, GEN Scaparrotti, (b) (6)(b) (6)(b) (6)(b) (6) Atlantic Council
- 15-17 May: Submarine Technology Symposium - JHU APL
- 18 May: Secretary of the Air Force will discuss the future of the Air Force and strengthening Allies - Atlantic Council
- 23-24 May: Wargame in partnership with Stanton Foundation - explore challenges and crisis dynamics associated with Baltic scenario - RAND
- 24 May: Competitive Advantages of Defense Organizations - update briefing to ONA - RAND
- 29 May: CNO visit to Hoover Institution - Stanford
- 18-22 June: Wargame - C2 Considerations for a Multi-National Maritime and Amphibious Force in Support of NATO at NATO Joint Warfare Center, Stavanger, Norway - RAND
- 28-29 June: Think tank staff tour of U.S. Navy ships and facilities (Hampton Roads) - Atlantic Council
- July: Great Lakes Recruit Training Command visit by (b) (6) Professionals and Emerging Leaders - Chicago Council
- September: 23rd ISS at Naval War College - Transparent Maritime Governance: A Response to Illicit Networks - Stimson Center

Possible Engagement Opportunities (Tentative or Unscheduled):

- Commander's Series - formal lectures on key topics of the day (CNO/VCNO) - Atlantic Council
- Cyber 9/12 Student Cyber-Statecraft challenge, March 2019 (N2N6/DWO/C10F) - Atlantic Council
- Chicago Council leadership tour in PACOM AOR, January 2019 - Chicago Council
- Chicago Council, Chicago business executive tour to San Diego/Lemoore. CNAF PAO and SUB PAO engaged - Chicago Council
- Surface, Air, and Subsurface current state of readiness, operations, and outlook for staff (N31)- CNAS
- Speak with Harvard National Security Fellows/broader Harvard Kennedy School audience on Navy strategic issues (CNO/VCNO/N3N5) - Harvard
- Visit DIUx (Defense Innovation Unit Experimental) (CNO/VCNO/N9) - MIT, Cambridge, MA
- Receive U.S. Overmatch 2000-2030 brief (N3N5) - RAND
- Receive classified Future Aircraft Carrier Options brief (N3N5) - RAND
- Receive 'Analytic Insights into Ship Readiness Issues' brief (N3N5)- RAND
- St. Antony's College, Pembroke College, and Oxford Student Strategic Studies Group engage with senior U.S. Navy leadership - seeking reassurance that U.S. will not abandon its allies and EU partners (CNO/CNE) - Oxford

Research Projects/Programs with Navy Equities:

- Atlantic Council: NATO Maritime Strategy and the Baltic Sea - unstated goal is a Baltic nation-hosted strategic wargame
- Brookings: PLA(N) and U.S. Navy long term shipbuilding plans - as they relate to the NDS
- CSBA: Informationized Warfare Workshops; MQ-25 CONOPS and Future

CVW; JMSDF Distributed Lethality and EMS Warfare; U.S. Navy and the Future of Sea Control; Maritime Industrial Base; Directed Energy Summit 2018; Combat Air Forces; Next Generation UAS; Strategy and Concepts for U.S. Warfare in the Decision Space - Mosaic Warfare.

- CSIS: Maritime Domain Awareness in Northern Europe; Building Asia-Pacific Alliance Interoperability; Missile Defense; Defense-Industrial Initiatives
- JHU APL: Review of Columbia (SSBN-826) Concept of Operations against future ops; counter logistics operations; unmanned undersea systems; participation in ONA and JS war games - employment options of unmanned and autonomous systems in the undersea domain; AI system to assist sonar operators in high consequence environments
- MIT: Technology in Modern Great Power Naval Competition; Preventing Conflict in Asia's Maritime Disputes; Evaluating Japan's Defense Options
- RAND: How disruptive technologies would be used by the U.S. and its adversaries to influence naval warfare in the next 15 years; Changing Regional Realalignments in the Middle East; Amphibious Leaders Symposium; Competitive Advantages of Defense Organizations: U.S. Defense Enterprise vs. China and Russia
- Stanford University/Hoover: Hacking for Defense project
- Stimson Center: Security cooperation plans with India and improvements to Indian Navy Maritime Domain Awareness capabilities; Effects of distant water fishing fleets on global economy and as a cause of regional instability

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VADM Andrew "Woody" Lewis  
DCNO for Operations, Plans, and Strategy OPNAV N3/5

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**From:** Pennington, William P RDML OPNAV, N5I  
**Sent:** Tuesday, October 30, 2018 6:19 PM  
**To:** Malloy, James J VADM OPNAV  
**Cc:** Munsch, Stuart B RADM OPNAV; Marotta, Thomas W RADM OPNAV; (b) (6)  
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OPNAV, N3N5B EA; Stubbs, Bruce B SES OPNAV N50; (b) (6)(b) (6)(b) (6) OPNAV,  
N5I; (b) (6)(b) (6)(b) (6) OPNAV, OPNAV N5I6; (b) (6)(b) (6) OPNAV N5I6;  
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**Subject:** September 2018 FEF End of Month  
**Attachments:** FEF\_SDEF EOM Report\_Sep18\_Final.pdf; EOM\_March18\_Complete.pdf; FEF End of Month  
Report for March 2018 (6.26 KB)  
**Signed By:** (b) (6) @navy.mil

VADM Malloy,

As a follow-up to our broader Fellowship discussion this morning, we're forwarding the September FEF Monthly report for your SA.

The text below the cutline represents what is usually submitted in the text of the document, to highlight the key insights we recommend to CNO's attention, with the roll up of the individual reports attached. Also attached are the March 2018 summary e-mail and report, to illustrate what the CNO is used to seeing.

The Fellows' reports for October are due to N5I6 on Monday, 5 Nov. We'll turn those quickly for a ghost to CNO.

VR,  
Skids

RDML Will Pennington  
Director, Global Integration and Engagement  
OPNAV N-5I  
Office: (b) (6)  
nopr: (b) (6)  
sopr: (b) (6)

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Attached is the consolidated Federal Executive Fellows (FEF) and Secretary of Defense Executive Fellows (SDEF) End of Month report for September 2018. The fellows reported to their fellowship assignments at DC think tanks, leading universities in the U.S. and U.K. and at some of the nation's most innovative corporations since late August.

The synopsis provide below is an executive-level overview of the attached report, highlighting just some of upcoming events, Navy senior leadership engagement opportunities, and institution/corporate projects with Navy equities that will be of interest to you and other Navy leaders. More details can be found in the attached report.

Every month, I am meeting with the National Capital Region FEFs and SDEFs and conducting teleconferences with our Beyond-the-Beltway (BTB) FEFs and SDEFs. You are scheduled to meet with the fellows on 10 January 2019.

### Near Term Events:

- 17 Oct: Protecting U.S. Critical Infrastructure (discussion); 1600-1730; public event at **Atlantic Council**, Washington, D.C. (Recommend N2N6 participation).
- 17 Oct: RADM Caudle, COMSUPAC visit to **Chicago Council on Global Affairs**: off the record dinner discussion on NSS/NDS, China, and SCS.
- 18 Oct: National Security in an Age of Disruption: A Conversation with (b) (6) (Staff Director, SASC). **Council on Foreign Affairs**.
- 22 Oct: An evening of naval history: Seapower Reconsidered – The Naval War in the Pacific. Lessons learned from WW II. CNO will present awards to 2018 Naval History Essay contest winners. Conducted at CSIS; organized by USNI.
- 22 Oct: U.S. Grand Strategy – Implications for U.S. Military Strategy and the Defense Budget; The War on Terror – the State of Play; **MIT Security Studies Program** seminar program hosting 25 NATO delegates from the Sub-Committee of Transatlantic Relations.
- 23 Oct: **JHU APL** and the Future Networks Initiative are hosting one-day workshop at JHU APL to discuss the applicability of 5G networking technology for tactical and first-responder networks. Of interest to N2N6 and DWO.
- 23 Oct: Can the Liberal Order Be Saved? With Dr. Kori Schake; **University of Oxford** Strategic Studies Group.
- 23 Oct: Indian College of Air Warfare (CAW) visit to **RAND Corporation**, Arlington, VA. Focus on U.S. professional military education programs, joint warfighting, national security, socio-political and foreign policy with emphasis on Indo-Pac.
- 24 Oct: U.K. Future Combat Air Strategy; **Royal United Services Institute** and **University of Oxford**
- 24 Oct: Five Things You'd Want to Know Explaining Japan's Surrender in 1945, Sheldon Garon, Princeton University: **MIT Security Studies Program** seminar program.
- 30 Oct: The Death of the Gods: The New Global Power Grab by (b) (6) **University of Oxford** Strategic Studies Group.
- 31 Oct: Unrivaled: Why America Will Remain the World's Sole Superpower, (b) (6) Tufts University: **MIT Security Studies Program** seminar program.
- 31 Oct: Applications for the **Center for a New American Security (CNAS)** 2019 (b) (6) Next Generation National Security Leaders Program are being accepted until 31 October 2018. <https://cnasnextgen.recruiterbox.com/jobs/771d0c9feab14bb7b175638ae3b8f513>; this year-long (Jan-Dec 2019), part-time professional development fellowship aims to bring together young professionals across sectors within the national security field to learn best practices and lessons in leadership.
- Nov TBD: **Stanford University/Hoover Institution** FEF working with former Ambassador Eikenberry to assist with VADM Lewis' (C2F) visit to Stanford University.
- 1 Nov: Focus on Russia: Russia's Place in the New World Order, William Hill, Woodrow Wilson Center: **MIT Security Studies Program** seminar program.
- 1 Nov: Geopolitics and Infrastructure in the Indo-Pacific; **Henry Jackson Society** and the **University of Oxford**.
- 1 Nov: Technical Exoskeleton Event at CNAS; release of culminating report in CNAS' Super Soldier series, with exoskeleton report from SME and a brief demonstration (time TBD)
- 2 Nov: Trip to Naval Station Great Lakes for **Chicago Council** Emerging Leaders and Young Professionals groups.
- 5 Nov: Annual Veteran's Symposium, hosted by Veterans on Wall Street at Fordham University School of Law; featured speakers include GEN Martin Dempsey, USA (Ret.). **Deutsche Bank AG SDEF**.
- 7 Nov: Rules for Rebels: The Science of Victory in Military History
- 7-9 Nov: **JHU APL** will host a conference called SEASONS (Space Environment Applications, Systems, and Operations for National Security). Impacts of space weather on DoD and IC systems and applications for space-weather systems and algorithms to mitigate impacts. Of possible interest to N2N6.
- 14 Dec: Visit to Naval Station Great Lakes by ADM (Ret.) Tomohisa Takei, 32<sup>nd</sup> Chief of Maritime Staff, JMSDF. Currently U.S. CNO Distinguished International Fellow at NWC. **Chicago Council** FEF coordinating with Chicago Consular General of Japan.

### Engagement Opportunities – proposed:

- **Brookings Institution**: Chinese Grand Strategy dissertation / discussions with post-doc Brookings Fellow, (b) (6)
- **Chicago Council on Global Affairs**: possible Chicago Council leadership trip to US INDOPACOM in January 2019.

- **Tufts University, Fletcher School of Law and Diplomacy:** requesting that ADM Swift (Ret.) deliver a lecture to students and faculty concerning application of military force. Spring 2019.
- **Cisco Systems, San Jose, CA.:** The Navy's Silicon Valley fellows (FEF/SDEF) visited the Air Force side of the Defense Innovative Unit (DIU). Of particular interest was DIU's Rogue Squadron, which focuses on exploiting drones and counter-drone technology. Recommend lab visit.

### **Research Projects and Programs with Navy Equities:**

- **Atlantic Council:** The Foresight, Strategy, and Risks Initiative: provides actionable foresight and innovative strategies to policymakers, business leaders, and citizens.
- **Atlantic Council:** Cyber Statecraft Initiative (CSI): policy efforts that focus on cybersecurity (defense), with new re-focus on offense. Currently, no direct communications with DoD / Navy.
- **Brookings Institution:** Cross domain deterrence: policy recommendations on when to turn a non-kinetic fight into a kinetic fight. At what point does a cyber-attack on a civilian organization constitute an act of war?
- **Brookings Institution:** Incorporation of disruptive technology; what are the cultural challenges and opportunities as the Navy fields its first carrier-based, unmanned systems? How can we continue to advance our technical advantage before a pacing threat catches up?
- **Center for a New American Security (CNAS):** Imbalance of Power: India's Military Choices in an Era of Strategic Competition with China.
- **CNAS:** Enhancing U.S.-Japanese Cooperation in Contested Spaces (Indo-Pac, specifically SE Asia).
- **Center for Strategic and Budgetary Assessments (CSBA):** Resilient DoD Maritime Logistics Study. Published October 2018.
- **CSBA:** Carrier Airwing Study: published October 2018
- **Center for Strategic and International Studies (CSIS):** Iran: Military spending, modernization, and the shifting military balance in the Gulf.
- **CSIS:** China's Belt and Road is full of holes.
- **USNI:** [Episode 42: Sept. 12, 2018](#) (b) (6)(b) (6) USMC, on Russia's hybrid warfare threat, including computer hacking.
- **USNI:** [Episode 43: Sept. 26, 2018](#) (b) (6)(b) (6) USN (Ret.) discusses his September Proceedings article, "Use Carriers Differently in a High-End Fight."
- **Chicago Council on Global Affairs:** developing research proposal on Eastern Mediterranean, focusing on maritime security, energy, security infrastructure, and global cities.
- **Council on Foreign Affairs:** the projected maritime environment in 2050 and the implications for U.S. national security, led by Dr. Jesse Ausubel, The Rockefeller University and the study director for the ONA 2018 Summer Study.
- **Harvard University:** Creating the future space force – analysis of options using current and historical organizational development models.
- **Johns Hopkins University Applied Physics Laboratory (JHU APL):** following studies support tasking from N81, DWO, NAO, CFFC, CNO, and OPNAV N4.
  - o Additive Manufacturing Initiative, Athena Innovation Exercise, Red Air Training and Proficiency, Navy Digital Platform Requirements, Joint Regional IAMD Capability, Integrated Hard Kill Soft Kill Missile, Submarine Payload Study, Redefining Mission Abort for ASW Weapons, Posture and Readiness Study (CNO), Multi-Domain Autonomy (CNO), Multi-platform ASCM Hard Kill/Soft Kill, Long Range Hypersonic OASuW Weapons, HK/SK Defense in Distributed Maritime Operations, Agile DevOps.
- **MIT Security Studies Program:** (b) (6) FEF, will lead a presentation on Gray Zone conflict for graduate students and faculty during inter-semester period.
- **RAND Corporation:** An Approach to Life-Cycle Management of Shipboard Equipment.
- **RAND Corporation:** Disruptive Technologies (ONR sponsor); how potential disruptive technologies could be employed by either the U.S. or potential adversaries over the next 15 years (2033).
- **Stimson Center:** (b) (6)(b) (6)(b) (6)(b) (6) continue their DoD-sponsored research on U.S. deterrence/assurance/compellance operations. How has the U.S. utilized the military since the Cold War and build a dataset of instances when the U.S. deployed forces to coerce another actor, short of war.
- **Tufts University:** coordinating Defense Innovation Unit (DIU) Boston partnership with Tufts/Fletcher School.
- **3M Corporation, St. Paul, MN:** Investigating the Military Support Network at 3M and within the Midwest region that supports military members transitioning from active duty to civilian life.

- **3M Corporation, St. Paul, MN:** Corporate focus is on Business Transformation; Leadership and Human Resources, Culture, and Innovation and R&D, with focus on Additive Manufacturing and Artificial Intelligence.
- **Cisco Systems, San Jose, CA:** Contrary to Navy's hardware intense NIPR/SIPR/JWICs architecture, each Cisco employee has a single laptop, think pad, or iMac; no desktop computers except in rare situations. The single device has access to whatever flavor of data that they have to need to know. Segregation of data is accomplished via software and user profiles, allowing easier access to data and allows employees to work from anywhere.
- **SpaceX, Hawthorne, CA.:** Commercial and DoD satellite projects underway. Relevant to Navy's Analysis of Alternatives (AoA) for narrowband satellite communications in 2019
- **SpaceX, Hawthorne, CA.:** Commercial crew launch services is the program to return the launch of astronauts to U.S. soil vice using Russian services.